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FEDERAL CITY PERFORMING ARTS ASSOCIATION
BOARD OF DIRECTORS MEETING
Friday, March 20, 1992
Home of M. Ziskind: 3910 Ingomar NW, DC

MINUTES

Directors: Present: Brayton, Dorr, Gibb, Henderson, Madigan,
McClelland, Moore, Resnick, Rogers,
Shaw, Sreit
Absent: Kranick, Padgett (no proxy assigned)
Guests: Holloway, Rivard, Wolfe, Ziskind

The Board began the meeting by going into Executive Session to discuss the issue as to whether paid staff should be expected to pay dues.

In executive session the following motion was accepted, 8 in favor, 2 against:

Motion: Beginning with the 1992-93 season, all paid contract staff shall be dues paying members of the organization.

During executive session, the Board decided that the chorus will pay the air fare and hotel costs for the music director for GALA IV.

The Regular Session of the Board Meeting resumed at 7:23 p.m.

It was noted that Padgett is ill and Kranick is hospitalized. Thanks were expressed to our host, Mike Ziskind.

SECRETARY'S REPORT:

Minutes of the meeting of 2/15/92 were presented. There were minor corrections in the portion devoted to the Treasurer's report. Motion to approve as corrected, Brayton, second by Gibb. Approved.

TREASURER'S REPORT:

McClelland reported that the audit has been completed, he is awaiting a management letter. The tax forms have been filed. He noted the loss for the month of \$8,888.69. There are 18 Entertainment Books outstanding. Dues are in arrears for 53 members. He reminded the board that dues must be current in order for a member to sing in the April concert. There is over \$5000 listed on the books as accounts receivable. This total includes unpaid advertising for concert programs. McClelland suggested that unpaid advertisers not be included in the Spring concert program. The shares of stock in Union Electric have been sold, but the check has not been received yet. He pointed out

that two adjustments have been made for audit purposes. The amortization of the music library and the depreciation of the costumes.

McClelland distributed a reworking of the budget. He noted that even if the Spring concert is sold out, the concert will lose nearly \$9000. If all goes well, the year will end with a deficit of 10K. He noted that there was a budget call, but that he has received few responses or even inquiries. He suggested that we need to look at cutting 30K from the budget for next year. Without the 43K income from the Capital Club this year, things would be very bleak. When asked about the expenses of the coming show, he reminded the board that we made a commitment to this format some time ago. He pointed out that we are already 11K behind this month. "We can't just sit here and let it go by. You have more information than you have ever had. I'm deeply concerned." Regarding the question of the dues in arrears, he noted that there seems to be a question as to whose responsibility it is to collect past-due dues. The section leaders don't want to be involved in dues collection.

Madigan noted that we have a trend regarding receivables. He suggested that we need an action item as it will only get worse. Streit pointed out that the dues issue will get dealt with this coming Sunday. He has already started the process for contacting individuals. Shaw asked as to extend of back dues. McClelland reported that the amount, through April, was \$4733. Moore noted that Streit needs to have some guidelines. McClelland also noted that we need more payments for GALA expenses by the members. Resnick responded that members do know that they have payments due. Rogers asked if we can deal with past years' balances. The issue turned to the advertising receivables. Resnick responded that Dorr and Kaufmann are working of the issue. Statements were sent out in January. It was noted that the income on the statement identified as coming from the business office represents the sodas sold at rehearsals.

PRESIDENT'S REPORT:

(See hand out attached) Discussions with Dignity and Bet Mishpachah are continuing in spite of the fact that the lease costs are looking overwhelming. Regarding the Chorus involvement in Pride Day, it is unclear who is responsible for the event. Mike Ziskind has organized in previous years when the chorus sold refreshments. Resnick agreed to appoint a committee to develop a concept.

McClelland asked Resnick as to what has been done about the committee to explore rehearsal space options. Resnick responded that he has not done that yet. Resnick asked for volunteers for the Pride Day planning committee. There was no response. At this point McClelland asked whether we wanted to do it at all. Henderson agreed to check his schedule and get back to Resnick.

CAPITAL CLUB REPORT:

Wolfe reported on the two recent events. The Mrs. Foggybottom event will probably come out in the black, not all the money is in yet. The auction has grossed \$22,000. He pointed out that we need to begin to think about recruiting for the Capital Club board. Resnick responded that it is their responsibility. Yes, he noted, the chorus needs to be involved, but it is the right and responsibility of the club to designate its own leadership. Dorr raised a concern about not giving enough recognition for the work of the club. Resnick indicated that he had a card that he would have out for signature by all the members at the rehearsal on Sunday.

MUSIC DEPARTMENT:

(See handout on 92-93 Proposed Season) Holloway noted that the document presented to Board members is a conceptual document. He worked through the document in reverse order. The plan for Pride 93 would be to have the Amsterdam Chorus with us as a part of their US tour. They are a song-and-dance group with 26 members. He would like to consider this program to be an all-Sondheim program.

In March the chorus would be the producer of a 3-concert week-end. Whether there would be two or three events would depend on interest by groups that might perform. The week-end would give GMCW high visibility. Probably, we would be expected to provide community housing for choruses visiting and performing.

Because the rehearsal time from January to March would have a limited load for the chorus, Holloway would like to consider this period as a time to rehearse for a taping of a CD. He would also like to consider an ensemble show case, possibly for New Year's Eve using a small budget, possibly even as a fund raiser.

The holiday concert is ready in concept, but no space has been determined. As the number of performances increases, the costs for extra musicians goes up. A church setting would work, but again would require several performances.

Moore asked what Holloway would like from the board. Holloway responded that he would like approval of the concept. McClelland raised the question as to the financing of this proposed season. What if we can't afford it. Holloway responded that yes, a production budget can be produced. Moore interjected that all he(Holloway) is asking is concept approval so that Holloway can go back to work on budgets. McClelland asked if he could have budgets by next month. "I need a budget for this proposal." Gibb offered to work on grant applications to support one or more of the projects outlined for the coming season. Holloway

reported that the European Tour Committee, comprised of Arie Venema and Barrett Brick has been meeting. Holloway asked that the board keep an open mind on the notion of the tour. He noted that the energy for the project may be dependent on the people involved. This could be more than a vanity tour. This could be a real possibility.

Resnick asked as to what has been done regarding the Repertoire Advisory Committee and the proposed program. Holloway responded that he has been talking individually with committee members since there has not been a recent meeting of the committee.

Resnick reminded the board that we need an affirmation of the concept. Madigan suggested that we need to look at putting this concept next to reality and look at what the costs are. The question, Resnick responded, is whether they are good enough so that a budget can be assembled. Regarding the proposal for a CD taping, Holloway noted that this proposal only shows where the time can come from for rehearsing for a recording. Other choruses have had to find extra time for rehearsals to do so. Holloway noted that if we want to pursue the issue, we need a committee to explore the issues involved. McClelland asked if Holloway was asking for a committee for this task. He noted that he is only looking for budget figures. He asked if he would have a budget for the recording portion. Resnick asked for approval on the presented concept paper.

Motion: To approve the concept presentation as an exploratory document for the Music Director to put a budget together. Motion: Brayton. Second: Rogers. Motion approved.

PRODUCTION:

Rogers reported that he had received contracts for the recording of the Spring concert. It included 4, 3 & single camera recording plus 2 audio recordings. There was considerable conversation regarding the optimal product for the least cost. Resnick asked about our track record in selling tapes. Brayton asked about the administrative cost projected in the contract. Rogers responded that this was connected with pre-shoot planning. McClelland noted that there is \$2500 in the budget for this item. Resnick asked whether there was time for a second proposal. Rogers responded that he doubted that there was. Ziskind asked as to why we were doing this. Moore responded that there was lot's of interest on the part of members to have a video of the show. Resnick noted that there is always a loss in the production of souvenir tape. Ziskind asked if there was some way to make the project revenue neutral. Holloway noted that there was benefit to the chorus if a performance quality video could be provided to independent cable programs. Gibb asked if there was something in the contract regarding accepting the product if the quality was below standard. McClelland pointed out that we should be able to stipulate an acceptable quality level as well

as a due date. Shaw asked if there was money in the budget for this; McClelland responded again that we had budgeted \$2500 for costs associated with taping the show. Madigan suggested that we may be looking at a wrong approach. We should be getting multiple bids, he noted. If vendors are not beating down our door, he suggested, one wonders about the viability of the project and the value in marketing the chorus. Moore, too, suggested getting 3 bids for a one-year contract. Rivard cautioned about dealing with the Harry Fox Agency. Rogers noted that he is simply doing the research to find out the process for getting approval for the showing of a video on cable TV. Resnick asked as to what the agenda might be for Skip Coburn, the proposed vendor, in light of the slip-up which led to the showing of a video without the approval of the chorus. Resnick reported that he has studied the legal liability issues involved. Resnick noted further, that it is his goal to have broadcast quality on the video, but that it not be broadcast. Gibb responded that if we talk with DC Cable and they are interested, then let's do it. Moore asked: "What are we to be doing?" Brayton cautioned about the legal aspects. We are currently covered by Lisner's ASCAP/BMI agreement. Madigan noted that copyright holders are going after non-profits. This was a top issue as a recent Association convention. Resnick asked Rogers for his recommendation. Rogers responded by recommending a 3-camera shoot with reproduction of the tape for members. When asked, Holloway noted that there will be union musicians involved in the program.

Motion: That we pursue a contract for video taping of the Spring show with a three-camera shoot with the contract to be accepted by the Executive Committee by April 5, 1992. Motion: Moore, Second: Brayton. Motion passed.

The discussion turned to the issue of the CD recording proposal. Gibb suggested that we need to put a proposal together with actual costs. Madigan suggested that the information obtained may be questionable. The success of the San Francisco CD was in the pre-sales that they were able to make. Returning to the video taping issue, Resnick asked whether we needed to charge more for the copies sold to members, possibly in the range of \$30. Madigan quipped that there is nothing immoral about charging more for the product that the products actually cost.

Motion: Request 3 bids for a contract for a full year for our full program. The bids to be ready by the May board meeting. Motion: Moore, Second: Gibb. Motion passed.

Resnick raised the question as to whether it might be possible to put together a "highlights" tape. Gibb noted that such a format would mean the loss of even more money because of the production costs in editing. Rogers noted that his goal is to get something that we can sell.

BOARD DEVELOPMENT COMMITTEE:

Gibb reported for the committee. He noted that the committee received a 50% rate of response from their survey. Resnick asked as to what the committee was planning to do with the data assembled. Shaw responded that the committee needed to further digest it all. Gibb noted that there are relatively few non-traditional governing boards among those that responded. Holloway noted that organizations are vital, they grow, change, adapt. Gibb responded that it is an evolutionary process. Holloway further noted that the GALA board is very interested in the work of this committee.

COMMUNITY LIAISON:

Ziskind noted that grants applications have been delivered. He noted that the DC Arts Commission is ready to receive applications for special projects under \$5000. There are three new members of the commission who appear to be very supportive of the community and our goals. He has been working with Larry Uhrig of MCC to re-establish a working relationship. Regarding his visit with the chorus in Amsterdam, he is not sure of their level of commitment in getting to DC for Pride 93. He suggested that we need a coordinator here. He suggested that we contact Lawyers for the Arts for any legal assistance needed.

FUND-RAISING COMMITTEE:

Ziskind reported that he is working with an HIV/AIDS Task Group for the Red Cross. He said that his sense is that they are looking for a contribution of money from us. Regarding the USAir Program, we are participants. We will be putting an application into the Combined Federal Campaign. Ziskind is recommended that we get a debriefing from the DC Arts Commission regarding the rejection of our grant proposal last year.

STRATEGIC PLANNING:

Madigan shared his vision of our planning process. He is looking for significant board involvement in a three meeting process, to be held this summer. He sees a committee of twelve people, six of whom are board members. The guidelines with which he is working suggest that such a size and proportion are necessary in order for the group to be at all representative and to build in a sense of ownership. The project also requires a knowledge of the financial issues faced by the group.

Madigan asked the board to be thinking of the sources of information that we have. He is looking for non-board members

and is asking board members to suggest names to him. Resnick noted that at times we seem to be spinning our wheels. Madigan noted that it is not his goal to develop a five-year Russian style plan, but to answer the question of what we are and what we want to do. Madigan would like to have prospective members identified by the next board meeting and to identify the sources of information that we have. He plans to meet with the membership committee to develop some statistics on the composition of the group. Holloway noted that we do have access to GALA's statistical data about choruses and their members. Madigan asked for any hard data that we have, including audience surveys.

OTHER BUSINESS:

Dorr asked about the accountability tracking system that he developed by and appended to the minutes for the previous month, there was general encouragement to continue. It is more helpful the earlier it is distributed to members.

Resnick noted that from McClelland's report, it seemed unreasonable to expect budget material to be ready for full discussion by April 11th. Regarding budget submissions, McClelland asked that the information submitted be as specific as possible, possibly including the month for expected expenditures. He noted that it will take about two weeks to compile all the data and put it together. The general consensus was that April 11 would be the deadline for all submissions and that the meeting scheduled for that date would be moved into May. The Board agreed to hold its regular April meeting on Friday, April 10th at 7:30. The budget meeting will be Saturday, May 16, from 9:00 to 4:00 p.m.

Regarding Music Staff Evaluation, Brayton reported that he has prepared a draft document which he distributed for comment. He will have a committee meeting on Sunday, April 29th and will then distribute the document to chorus members.

Next month we can expect reports from Music Staff Evaluation, Board Composition.

Dorr presented a proposal for a calendar for elections. (attached) Dorr moved for approval. Second: Brayton. Report approved.


Holloway presented a proposal to accept an invitation to participate in a revival of "Heartstrings" on June 10, 1992 at Lisner. Gibb moved approval. Second: Rogers. Proposal approved.

Holloway reported on an invitation to submit a proposal to GALA to host a leadership conference for 1994. The 1993 conference is set for Minneapolis. Costs for the event are borne by GALA. In the past GALA has provided seed money for the host chorus. He

noted that he has not had conversation with L & G Chorus and would not look for a joint sponsorship. His reason for doing this is only the uncertainty of their situation with the departure of Mark Bowman. There was no motion offered. Holloway noted that there were three bids for GALA V in 1996. The Board is looking for sites for leadership conferences for 1994 & 1995. To put together a proposal for the Denver meeting would require a great deal of work between now and then and then a hiatus until closer to the date in 1994. McClelland noted that this would be a big endeavor. Shaw wondered if the project could be separated from the chorus treasurer. Holloway noted that in the past conference committees have functioned independently of the host chorus. When asked for a sense of the house regarding the proposal, the vote was 7 for, 2 neutral, 1 against putting together a bid. Resnick agreed to meet with Holloway regarding what has to happen.

Motion to adjourn: Shaw, Second: Brayton. Motion passed.
Meeting adjourned at 10:45 p.m.

Next Meeting: Friday, April 10, 1992 -- 7:30 p.m.
Place: Levine School of Music - Room 400


Submitted by: Richard A. Dorr
FCPAA Secretary
March 20, 1992